



2021 Sustainability Report

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About This Report



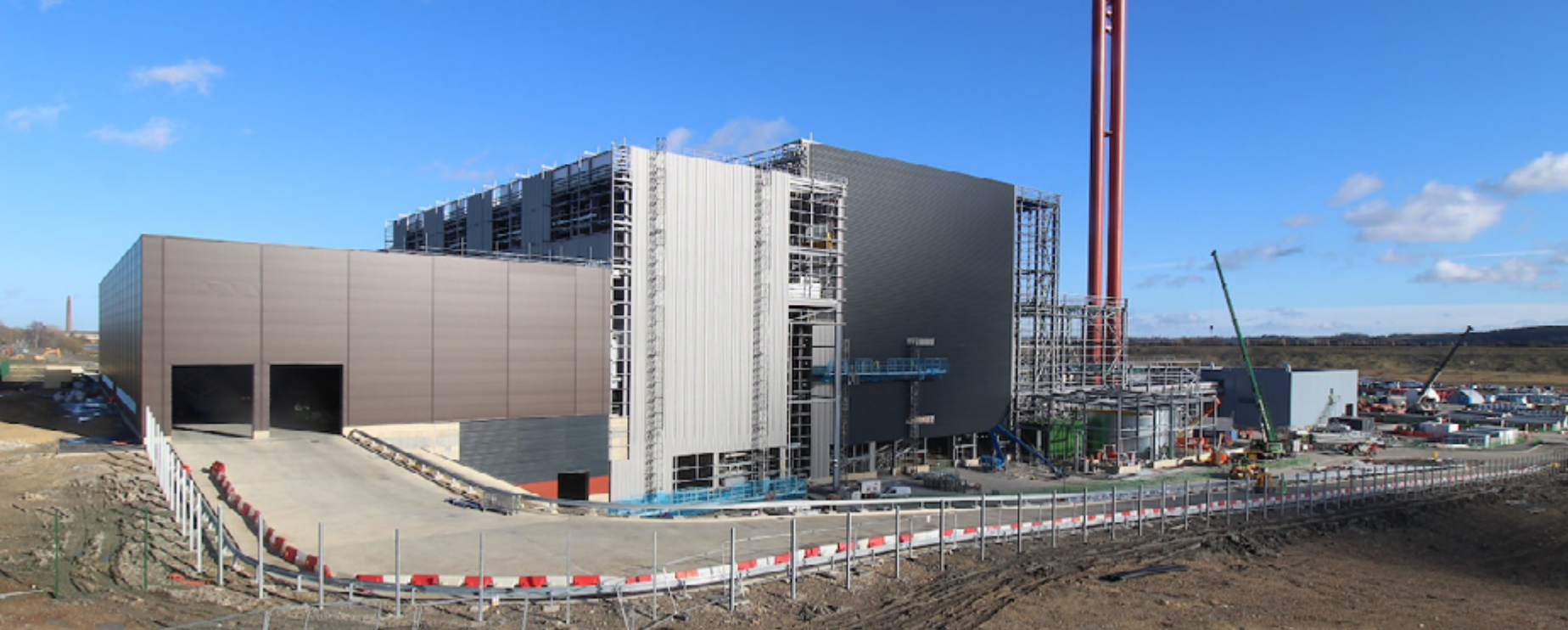
Our sixth comprehensive sustainability report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and aligns with the Sustainability Accounting Standards Board's (SASB) Waste Management sector standards. Covanta's 2021 Sustainability Report covers its global operations for the period of January 1 through December 31, 2020, unless otherwise noted. Our comprehensive sustainability reporting includes this summary report, as well as additional disclosures available at [Covanta-csr.com](https://www.covanta-csr.com). Significant events, data and activities from 2021 may also be included so that the report is as timely and current as possible upon its publication.



We aim to publish comprehensive and transparent disclosures about Covanta's sustainability management approaches, strategies, activities and performance.

- Our **2020 performance snapshots** highlight key sustainability metrics and our latest performance toward our goals.
- The **Performance Tables** provide economic, operational, environmental and workforce data. The scope of data coverage is described in footnotes to each table.
- The **GRI Content Index** provides detailed information on our adherence to the GRI Sustainability Reporting Standards.
- The **SASB Table** provides reporting information in accordance with meeting the SASB disclosure requirements.
- The **TCFD Report** provides reporting information in alignment with the TCFD recommendations.

Visit our sustainability microsite at [Covanta-csr.com](https://www.covanta-csr.com) to find more information on our current and past sustainability, progress and other relevant reports in PDF format.



A Message from Our Senior Leadership

At Covanta, our mission is to ensure that no waste is ever wasted. It is our business, our purpose and our value proposition to recover, recycle and reimagine waste, extracting the highest value from the byproducts of our daily lives.

The pandemic revealed a sometimes-overlooked aspect of sustainability: resiliency. During 2020, vital networks and basic services faced disruptions—from food supply chains and healthcare capacity to energy stability and waste removal. As these systems were tested, society reckoned anew with a realization that such foundational services cannot be taken for granted.

We see our business of investing in and operating sustainable local waste and energy infrastructure as vital assets to our communities' success. And as the world begins to emerge from last year's challenges, we cannot forget their lessons, or take for granted the growing value of sustainable strategies and services.

Responding to the Pandemic

During 2020, lockdowns led to dramatic shifts in the way we work, live, consume, travel and even dispose of waste. We responded on two fronts, rapidly adjusting operations to ensure uninterrupted service and rolling out comprehensive measures to protect our workforce and customers.

- **Select team members shifted to work-from-home, with nominal disruption to ongoing operations. This success has paved the way for a sustained shift to more flexible work policies and practices.**
- **For those on site, we deployed a wide range of CDC-sanctioned safety protocols, from personal protective equipment (PPE) to social distancing, physical barriers, and deep cleaning.**
- **We boosted sick leave, increased critical communication, expanded healthcare support, and delivered vaccines at multiple work sites.**

We recognize that the pandemic may continue to bring uncertainty to our daily lives. Yet we remain fundamentally optimistic about our work and our sustainability journey. Our resilience in this time has come in large part from the tireless efforts of our people—from our communities to our facility employees to our corporate support staff.

Advancing Equity

Later in 2020, the United States experienced a national reckoning over social and racial equity. These events added new urgency to our ongoing efforts to prioritize the well-being of our communities and our goals to build a diverse, fair and inclusive environment for our employees.

To benefit our communities and clients, as well as our partners and shareholders, we believe a diverse and inclusive workforce creates a stronger and more productive business culture—one more capable of solving problems and better able to innovate.

Our waste-to-energy (WTE) facilities are widely recognized internationally as a preferable alternative to landfills. Yet our work to reduce emissions and overall environmental impacts is never-ending. We continue to push investments to reduce emissions from our facilities, with a focus on engaging more collaboratively as we work to reduce the environmental burden on historically disadvantaged communities.

During 2020:

- **We began publishing our continuous emissions monitoring results online for the WTE facility in Chester, Pennsylvania, an environmental justice community where both environmental and socioeconomic stressors are present. We began publishing data for all our New Jersey, Virginia, and Pennsylvania plants in 2021.**
- **We supported New Jersey's first-of-its-kind landmark environmental justice legislation, which aims to address cumulative environmental impacts in overburdened areas.**

- **To help improve air quality, we continued upgrading our Covanta Fairfax WTE plant in Lorton, Virginia, and our WTE plant in Alexandria, Virginia, sites within or nearby environmental justice communities. These upgrades substantially reduce emissions of nitrogen oxides.**
- **In Rahway, New Jersey, we continued building deeper civic bonds, for example, by promoting voter turnout events in collaboration with local community leaders, the National Association for the Advancement of Colored People (NAACP) and the National Council of Negro Women.**
- **We announced our First Green Star Outreach Awards to recognize our facilities' local efforts in community outreach.**
- **We joined the HBCU Partnership Challenge, committing to recruiting at Historically Black colleges and Universities (HBCUs) when entry-level positions become available, particularly in STEM fields, as well as hiring five interns from HBCUs annually.**

Fighting Climate Change

The IPCC's latest report on the climate is unequivocal—human activity is changing the climate and immediate and dramatic steps are needed to forestall the most significant impacts of climate change. Responding to this challenge will affect every sector of the economy, including how we manage waste and materials.

For the foreseeable future, societies around the globe will continue to generate waste. In fact, global waste generation continues to accelerate. Managing this waste presents an opportunity to reduce greenhouse gas (GHG) emissions and other climate impacts and recover valuable resources. As the initiative to mitigate climate change becomes more imperative, we believe the fundamental advantages of WTE will endure and strengthen. By avoiding methane emissions from landfills, displacing electricity generated from fossil fuels and recovering metals for recycling, WTE and our network of material processing facilities are uniquely able to provide multiple forms of emissions reductions while delivering both clean energy and reliable waste disposal.

The UK continues to be a strong area of growth for Covanta and offers a case study in how countries can turn to WTE to lower emissions and boost cleaner energy generation. In late 2020, two new UK projects reached financial close: the Newhurst Energy Recovery Facility (ERF) in Leicestershire and the Protos ERF in Cheshire. Meanwhile, our Rookery South ERF in Bedfordshire is on track to begin commercial operations in 2022, and construction is well underway at our Earls Gate facility. These new projects will help the UK achieve its goal of reducing methane emissions by diverting post-recycled biodegradable waste as a priority from landfills.

The UK's efforts highlight WTE's ability to help fight climate change alongside recycling, composting, anaerobic digestion and zero waste efforts. We will need all of these approaches to ensure diversion of biodegradable materials and reduce GHG emissions from landfills, which are among the top three sources of global anthropogenic methane. Scientists and policymakers alike are realizing the critical need to address methane. With the release of a May 2021 report, the United Nations Environmental Programme's executive director made a powerful observation: "Cutting methane is the strongest lever we have to slow climate change over the next 25 years."

Despite WTE's advantages, we cannot be complacent. The expected level of economy-wide GHG reductions necessary over the next 30 years are unprecedented. To achieve such reductions, we need to first and foremost stop managing biodegradable waste in landfills, the greatest source of GHG emissions in the waste sector. We must also decarbonize the remainder of the waste management system. To plan for this future, we continue to develop a science-based target for the waste sector and our implementation plan. Today, our focus is on improving the recovery of metals and other valuable materials from ash, having recently begun operations of our ash recovery facility in Pennsylvania while partnering with our client community on a newly proposed ash recovery facility in Honolulu. We are also partnering with researchers at universities across the county on extracting more value from ash and continue to look long-term at more options to further reduce our carbon footprint.

A Look Toward the Future

For more than 30 years, Covanta has delivered excellence in sustainable waste management, incorporating a diverse asset base with a talented workforce that has set us apart as a leader in the industry. However, there is much more we can achieve. In October 2021, Covanta's shareholder approved an agreement with EQT Infrastructure, whereby EQT will acquire all shares of Covanta common stock. Through a collaborative partnership with EQT, we will grow and innovate our operations for the benefit of all our stakeholders as well as explore new avenues that were previously not available to us.

EQT's long-term, strategic approach to sustainable business begins with a mindset that integrates financial as well as environmental, social and governance ("ESG") considerations with a goal to make a positive impact. EQT's own Sustainability Team acts as a catalyst and facilitator for sustainability within EQT. Covanta expects its sustainability focus will remain a priority in coordination with EQT, advancing our collective vision and sustainability goals.

The next phase is already underway. EQT's acquisition of Covanta is the first such acquisition by a private equity firm using sustainability-linked financing. Described in more detail in the [Sustainability-Linked Financing Framework](#), the targets imbedded in the financing extend Covanta's existing drive toward more sustainable waste management with a clear financial linkage.

We invite you to explore this report and microsite (covanta-csr.com) to learn more about how Covanta is contributing to a more sustainable society.

Azeez Mohammed
President and CEO,
Covanta

Alex Darden
President of
EQT Partners Inc.
and Head of
EQT U.S. Infrastructure

Covanta is one of the world's largest owners and operators of infrastructure for the conversion of waste to energy ("WTE"). WTE facilities are critical local infrastructure that serve as sustainable waste management solution that is environmentally superior and reduces greenhouse gas emissions relative to landfilling. In addition to their primary role, WTE facilities also generate renewable electricity and/or steam and recover metals for recycling.

The Company currently operates and/or has ownership positions in 41 WTE facilities in commercial operation, 39 of which are located in North America. In total, these facilities process approximately 21 million tons of solid waste and produce approximately 10 million megawatt hours ("MWh") of baseload electricity annually. The Company also operates waste management infrastructure, including 13 waste transfer stations, 20 material processing facilities,

four landfills (primarily for ash disposal), one metals processing facility, and one ash processing facility (currently in start-up and testing phase), all of which are complementary to its core WTE business. The Company also has ownership positions in several projects currently in development and/or under construction in the United Kingdom.

In order to provide more broad-based and comprehensive solutions, the Company, through its Covanta Environmental Solutions ("CES") brand, offers a variety of sustainable waste management solutions, including industrial, consumer products and healthcare waste handling, treatment and assured destruction, industrial wastewater treatment and disposal, product depackaging and recycling, on-site cleaning services and transportation services.

What we do every day helps our communities, clients and customers find practical solutions to significant societal challenges: waste and materials management, providing clean energy and helping address global climate change. In short, we all work every day to protect tomorrow in the following ways:

- Ensuring that no waste is wasted.
- Reducing environmental impacts.
- Achieving world-class safety and health performance.
- Creating and maintaining an inclusive, equitable and collaborative corporate culture.
- Partnering with our communities.

Our sustainability performance is critical for success. As a result, we have integrated how we manage sustainability into our business; through our governance and management structure; goals and a series of policies, including environmental performance, safety & health, business conduct and ethics, and community outreach and environmental justice.

Additional information is available at Covanta-csr.com.

Awards



Business Intelligence Group's 2020 Sustainability Award for Sustainability Service of the Year



EcoVadis 2020 CSR Rating Bronze Medal



Institutional Shareholder Services (ISS) Quality Score – Environmental of 1 (highest rating)



2021 Silver Stevie® Award Corporate Social Responsibility Program of the Year- At Organizations With More Than 2,500 Employees

Working toward a better, more sustainable tomorrow for our employees, our communities and our planet is at the heart of what Covanta does. And with the damaging impacts of global climate change intensifying, our mission has never been more important. The challenge of managing waste and materials sustainably is a core element of our integrated strategy to minimize GHG emissions and address global climate change through local action. Against this backdrop, we continue to work toward solving the complexities that waste poses for the communities and businesses we serve.

Continuing Our Sustainability Journey

Covanta is proud to be a forward-thinking partner for a sustainable future. We believe the materials discarded every day should be utilized to their fullest potential to preserve the world’s valuable resources and generate clean energy.

A Decade of Progress

In 2011, we released our first sustainability report. In the decade since, we have made significant progress: providing sustainable solutions to our customers, building a great place to work, partnering with our communities and improving

our environmental performance. As we continue to work toward our short- to medium-term sustainability goals, we are keeping a longer-term view on key forces—social, environmental and market—that could impact how we do so.



2020 Highlights

For the world, and for our industry, 2020 posed extraordinary challenges. Yet in the face of the pandemic's many disruptions and uncertainties, our commitment to sustainability thrived. To be sure, the work continues, but our progress underscores our dedication to protect tomorrow. In 2020, we:

Diverted 21.2M tons of waste from landfills to energy recovery,

enough to fill a six-lane highway with garbage trucks, bumper to bumper, from Los Angeles to New York City.



Reduced GHG emissions by 18.8M metric tons

relative to landfilling, equivalent to removing four million cars from the road.



Recycled over 1 million tons of resources,

including enough metals to produce nearly 3 billion beverage cans.



Recycled industrial wastewater,

which would fill more than 100 Olympic-sized swimming pools.



Continued to execute strategic growth plans in the U.K.

with four new WTE projects, Covanta is helping the U.K. achieve its goals for landfill diversion and self-sufficiency in waste, while also improving its resource efficiency and lowering GHG emissions. Commercial operation of the first project, Rookery, is expected in Q1 2022.



Implemented upgrades at our Fairfax and Alexandria WTE facilities

as part of a multi-year project to substantially reduce emissions of nitrogen oxides. These two sites are within or nearby environmental justice communities.



2020 Performance Snapshots

Increased share of diverse voices in leadership roles

21%
women

20%
underrepresented groups

Developed 10-year DEI strategic plan

Achieved injury-free status at 71% of our facilities



Retired more than 90,000 U.S. flags through 2020



3 out of 5 committed EJ projects are in progress or completed.

At WTE facilities, achieved environmental compliance

100%
stack test

99.99%
continuous emissions monitoring

Collected over 4,600 lbs of mercury since 2009



Rookery South Energy Recovery Facility (ERF) in final stages of construction

announced first Green Star Outreach Awards recognizing excellence in community outreach



Since 2010, disposed of nearly 9M lbs of unused prescription medicine



Energy savings of 52,000 MWh-e / year from energy efficiency projects implemented since 2015








All 2020 unless stated otherwise.

2020 Progress on Goals



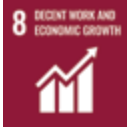


To advance our sustainability performance, we have a series of goals and targets around our material issues aligned to the UN Sustainable Development Goals (SDGs). These priorities span the breadth of our operations in the areas of safety and health, environment, materials management, human resources and community affairs.

Beyond Covanta, we believe these commitments benefit our communities and customers, too. They help us meet our customers' growing commitment to sustainability, as well as mitigate certain risks and offer us a competitive advantage in new business opportunities. To remain an industry leader, we seek to continuously improve our performance across these priorities. Complete information on our performance against our goals is available [here](#).

	GOAL	2020 PROGRESS	SDG	OUR IMPACT	WHAT WE'RE DOING
SAFETY AND HEALTH	Achieve world-class safety and health performance through disciplined continuous improvement, safety leadership at all levels, full employee engagement and an integrated, interdependent world-class safety culture.	In 2020, more than two-thirds of our facilities were completely injury free.	 	Through our services to communities and businesses, we ensure basic sanitation and provide a safe means of waste management recognized as preferable to landfilling.	<ul style="list-style-type: none"> • We are conducting a formal safety perception survey to gauge overall culture expected in 2021. • To date, we've completed more than 54,700 safety & health observations with ProcessMap tool. • We're reporting metrics with focus on improving participation and other proactive opportunities for improvement.
ENVIRONMENT	We've committed to implement five projects by 2023 to further reduce emissions in Environmental Justice (EJ) communities. We will also set a science-based GHG reduction target by 2022 to drive further reductions. We will ensure that all WTE emissions performance gains are maintained.	In 2020, we achieved 100% stack test compliance and 99.99% CEM compliance at WTE facilities.	  	Our core WTE business is internationally recognized as a source of GHG mitigation, by avoiding landfill methane, recovering metals for recycling and displaced fossil fuel fired grid electricity.	<ul style="list-style-type: none"> • All WTE emissions performance gains were maintained as of the end of 2020. • Odor control system installed at Milwaukee material processing facility, located in an EJ community. • The installation of new Low NOx™ technology is currently in various stages of development in eight units at three facilities, two of which are EJ communities.

continued



	GOAL	2020 PROGRESS	SDG	OUR IMPACT	WHAT WE'RE DOING
MATERIALS MANAGEMENT	Advance sustainable waste management and life-cycle greenhouse gas reductions through increased landfill diversion, greater operational efficiency and expansion of waste reduction, reuse and recycling.	In 2020, we avoided, recycled or reused more than 1 million tons of waste, an 88.5% increase in six years.		How we manage waste and materials at the end of life has a profound impact on the environment. For wastes remaining after recycling, WTE facilities can recover value, both in the form of energy and metals for recycling.	<ul style="list-style-type: none"> • 2020 overall tons processed resulted in an increase of 4.5% relative to the unadjusted 2014 baseline. Our current U.K. development pipeline will add another 1.5M tons of capacity, enough to meet our goal.
WORKFORCE ENGAGEMENT	Create and maintain an inclusive, respectful and equitable environment that leverages the unique talents, perspectives and experiences of our diverse workforce.	The share of women and underrepresented groups in leadership positions reached 21%, and 20%, respectively, in 2020.	  	Attracting and retaining the best talent and hiring and retaining a diverse workforce with regard to age, race, gender, ethnicity and other dimensions of diversity are critical to the success of our business.	<ul style="list-style-type: none"> • We developed a new unconscious bias curriculum in 2020. The rollout to senior management began in 2021. • In 2020, we developed and reviewed with the board a specific action plan to achieve our 2030 diversity goal. • We added a new “Values Diversity” competency to our annual review process to formally recognize its value.
COMMUNITY RELATIONS	Expand the number and quality of our community outreach programs.	In 2020, 84% of our owned or operated facilities engaged in 10 or more community interactions, even as the pandemic made such interactions even more challenging.		WTE facilities are community infrastructure that can provide resilient waste management and energy services to the local community. We support youth education around environmental stewardship, sustainability and responsible waste management.	<ul style="list-style-type: none"> • We developed the first Green Star Outreach Awards to recognize local efforts in community outreach. • In 2020, all facilities utilized a new companywide process to identify community stakeholders and plan an effective facility-specific outreach plan targeting local needs and interests.



Waste as a Resource

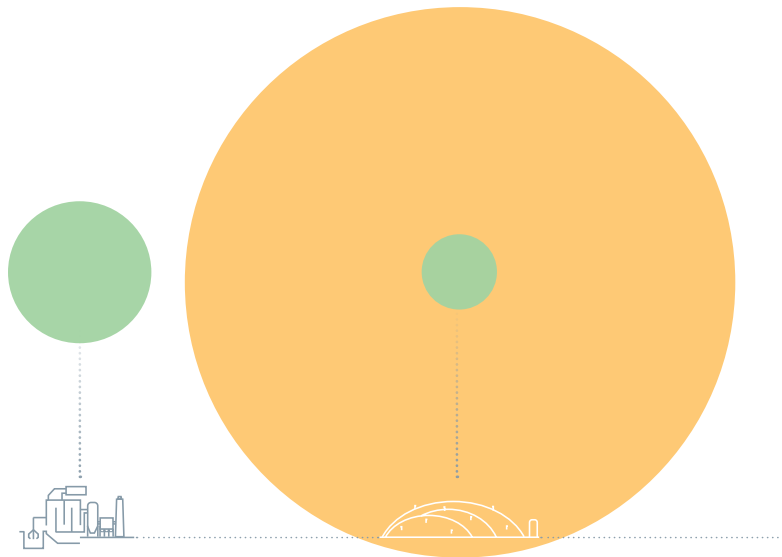
The pandemic offered a stark reminder of our dependence on key infrastructure. Not only bridges, roads and tunnels, but also the systems that grow and bring food to our communities, protect our health, power our homes and manage our waste. As we emerge from the pandemic, we need to reevaluate those systems, not only to increase resiliency, but to address global climate change.

As the impacts of climate change intensify, rather than simply burying waste in the ground, communities and businesses face a rising imperative to develop more sustainable ways to manage the waste they generate. Whether we approach the subject of waste management from the perspective of climate change, the waste hierarchy, the goal of zero waste, or the growing promise of the circular economy, we see the same basic goal: to extract the greatest possible value from waste with the lowest environmental impact. Our mission is just that: to ensure no waste is ever wasted.

Mitigating Climate Change

“We are a waste-to-energy facility. What we do is burn Oahu’s trash and harvest that energy back into the grid. We in Hawai’i call it *mālama ‘āina*. Being stewards to the land.”

— Madori D. Rumpungworn,
Environmental Technician at H-Power



Human impact on the climate is undeniable. In August 2021, the IPCC issued its starkest warning yet—climate change is widespread, rapid and intensifying. As global efforts to cut GHG emissions intensify, landfills are coming under increasing scrutiny. Globally, landfills are in the top three sources of global anthropogenic methane, according to a [May 2021 report](#) from the United Nations Environmental Programme (UNEP). “Cutting methane is the strongest lever we have to slow climate change over the next 25 years,” said Inger Andersen, UNEP executive director.

WTE as a Source of Climate Mitigation

The largest part of our business—operating WTE facilities—is widely recognized internationally as a source of GHG mitigation. WTE facilities reduce GHG emissions, even after consideration of stack emissions from combustion, by:

- Diverting post-recycled solid waste from landfills, where it would have emitted the potent GHG methane for decades, even when factoring in landfill gas collection.
- Generating energy that otherwise would have been produced by GHG-emitting fossil fuel power plants.
- Recovering metals for recycling, thereby avoiding GHGs and energy associated with the production of products and materials from virgin inputs.





Meeting the Challenge in the Waste Sector

Increasing the share of waste handled by WTE is one critical element of a suite of possible reforms to waste handling practices that could lead to dramatic GHG reductions. We need to fundamentally rethink our relationship with waste and materials:

Reduce waste. Priority #1. Waste reduction is the only approach without a negative environmental impact.

Increase recycling. Including composting and anaerobic digestion, increase recycling to 65%.

Focus on organics. Organics in landfills are a major source of methane, a potent GHG that is 84 times stronger than CO₂ over 20 years.

Recover energy from what's left over. There will always be a residue. For what's remaining at the curb and for recycling residuals, judiciously increase WTE with advanced air pollution control and ash recycling.

Minimize landfill. Use landfills as a last resort, and only for inert materials.

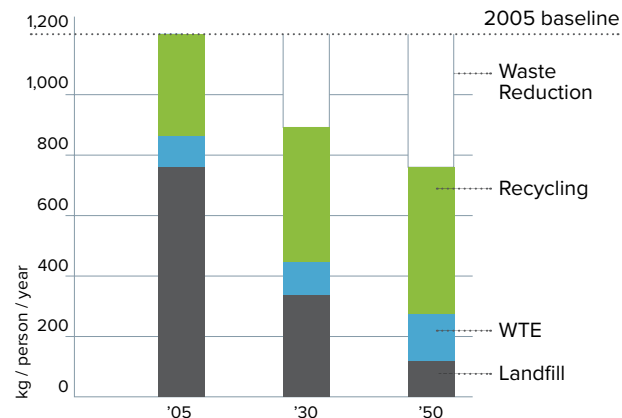
By combining these more sustainable practices, our waste management practices could have the potential to cut U.S. net GHG emissions by upwards of 700 million metric tons of CO₂ per year by 2050. That's on par with shuttering 90% of coal plants or removing three-quarters of gasoline vehicles from U.S. roads.

While not practical today, adding carbon capture utilization and storage (CCUS) to the waste sector presents an opportunity to achieve net removals of carbon. Waste biomass presents a singular opportunity to remove carbon from the atmosphere without contributing to our dependence on fossil fuels or risking reliance on non-sustainable forms of biomass. Such removals will be critical in addressing difficult to decarbonize sectors and reaching **economy-wide net zero emissions by 2050**. Given the potential, we are closely monitoring developments in this area.

Our emissions reductions scenario is based on the original waste management stabilization wedge paper, which demonstrated that a global waste management shift could result in 1 Gt of carbon savings. The updated model has been refocused on the United States, and recognizes the growing policy focus on methane, the role of waste reduction, and new peer-reviewed research on landfill methane emissions.

DECARBONIZING THE WASTE SECTOR

Through implementing the waste management hierarchy





Lowering Emissions in the U.K.

Against this backdrop, Covanta continues to expand WTE capacity globally. In December 2020, with the close of financial terms on our new Protos ERF, Covanta has four WTE projects under development in the U.K.—a level of growth not seen in more than a quarter-century. Taken together, we estimate these four new WTE facilities will reduce annual GHG emissions by 1.1 million tons of CO₂ equivalent. (For more, see [Investing in Green Infrastructure](#).)

Bypassing Landfills in New York

In 2020, Covanta announced a new agreement with the Town of North Hempstead, New York, for sustainable waste disposal. Prior to this agreement, North Hempstead utilized remote landfills for the disposal of its residents' MSW, hauling the materials as far as 300 miles. By switching to a local option, the [Covanta Hempstead WTE facility](#) in nearby Westbury, New York, the town will eliminate some 3,600 metric tons of CO₂ from related vehicle emissions annually while reducing truck traffic and air pollution on Long Island's busy highways. Thanks to savings from avoided landfill and power emissions, switching to WTE will avoid 130,000 metric tons of annual CO₂ emissions. Examples like North Hempstead demonstrate [why WTE is a vital component of the waste treatment process](#).

The Impact of North Hempstead Switching to WTE



140,000 tons
of waste diverted
from landfills

**130,000 metric
tons of CO₂**
avoided from
landfill and grid
emissions

**3,600 tons of
CO₂ eliminated**
from vehicle
emissions



Investing in Green Infrastructure

The challenges communities experienced throughout the world during the pandemic underscored the importance of sustainable, reliable practices. Indeed, as the impacts of the pandemic begin to wane, we have an obligation to reassess the outsized social and economic value of resilience in critical services such as waste removal and power generation.

In the waste sector, the public is beginning to realize just how important waste collection and processing truly are; at the same time, there is a growing push to think about infrastructure with climate change in mind.

To achieve these goals, we face a set of interrelated challenges: how to reliably deliver a low-carbon solution for post-recycling waste while doing so in a way that improves local resilience and doesn't disproportionately harm communities that have endured outsized environmental burdens in the past.

Against this backdrop, Covanta's core business—operating facilities that convert waste to energy—stands as a recognized method to mitigate GHG emissions and, as such, aligns with the broader push to invest in greener infrastructure.



Providing Essential Infrastructure and Services

Despite the disruptions caused by the pandemic, Covanta’s facilities operated continuously. Recognizing that waste management services are essential, our dedicated team members remained on the job throughout the pandemic.

Our top priority is the safety and health of our coworkers. We appreciate the efforts of all our employees who continue to run the facilities, as well as those who are working remotely. For those at our facilities, to ensure their safety, we treat all waste as if it could be infectious, including for the virus (SARS-CoV-2) that causes COVID-19.

Incineration of waste eliminates essentially all risk of infection. According to the Centers for Disease Control and Prevention, temperatures of 250–270 degrees Fahrenheit kill harmful bacteria and viruses. Waste processed at a Covanta WTE facility is thermally treated at nearly 2,000 degrees Fahrenheit.

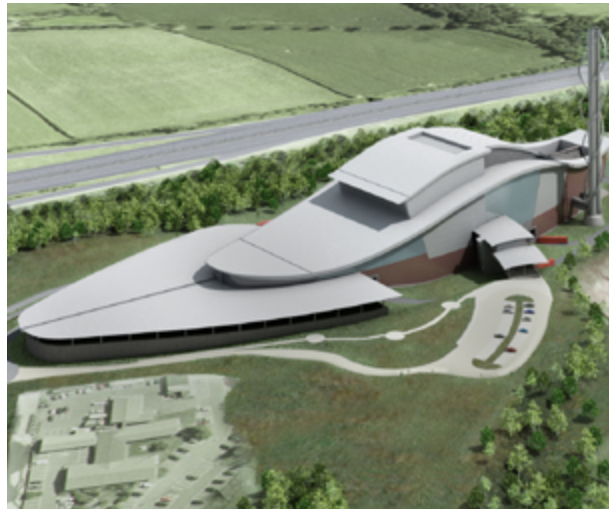
Growing in the United Kingdom

Covanta’s expansion in the U.K. continued in 2020 even in the face of pandemic-related challenges. With construction in its final stages, The Rookery South Energy Recovery Facility (ERF), in Bedfordshire, U.K.—one of four initial projects in our development pipeline with our partner the Green Investment Group (GIG)—is on track to open early in 2022.

The Rookery ERF facility will provide an important option for the sustainable disposal of over 545,000 metric tons of residual waste per year. With 60 megawatts of generating capacity, the facility can power more than 112,500 homes with low-carbon electricity.



We were able to continue our U.K. expansion plans by going fully virtual. From negotiating financial terms to finalizing partnership documents virtually, we were able to finalize deals for two new plants, Protos and Newhurst, a scale of growth unmatched by any of our competitors outside of China.



	NEWHURST ERF	PROTOS ERF	EARLS GATE ENERGY CENTRE	ROOKERY SOUTH ERF
Location	Leicestershire, U.K.	Cheshire, U.K.	Grangemouth, Scotland	Bedfordshire, U.K.
Start date	2023	2024	2023	2022
Waste	350,000 metric tons per year	400,000 metric tons per year	216,000 metric tons per year	545,000 metric tons per year
Power	40 megawatts	49 megawatts	21 megawatts	60 megawatts
Details	<p>Through a 50:50 jointly owned and governed entity, Covanta Green, GIG and Covanta hold a 50% interest. The remainder is owned by Biffa, a U.K. waste services provider, which will supply 70% of the project's waste.</p> <p><i>Learn more at the project website.</i></p>	<p>Through a 50:50 jointly owned and governed entity, Covanta Green Protos Holding, GIG and Covanta hold a 75% interest. Biffa owns the final 25% and will supply approximately 60% of the project's waste.</p> <p><i>Learn more at the project website.</i></p>	<p>Covanta and GIG each hold a 25% equity ownership in the project, with co-investor and developer Brockwell Energy owning the remaining 50% stake.</p> <p><i>Learn more at the project website.</i></p>	<p>Covanta and GIG each own 40% of the facility, with primary waste supplier Veolia ES (U.K.) Limited ("Veolia") owning the remaining 20%.</p> <p><i>Learn more at the project website.</i></p>
Environmental benefits	<p>This project will have GHG savings equivalent to removing 50,000 passenger vehicles from the road each year. The anticipated metal recovery could build 10,000 cars or make 83 million aluminum cans.</p>	<p>This project will have GHG savings equivalent to removing 57,000 passenger vehicles from the road each year. The anticipated metal recovery could build 11,000 cars or make 89 million aluminum cans.</p>	<p>This project has GHG savings equivalent to removing 29,000 passenger vehicles from the road each year. The anticipated metal recovery could build 6,000 cars or make 48 million aluminum cans.</p>	<p>This project will have GHG savings equivalent to removing 77,000 passenger vehicles from the road each year. The anticipated metal recovery could build 15,000 cars or make 124 million aluminum cans.</p>



Covanta and Greenpac Mill: Covanta won in the category of “Sustainability Service of the Year” for a case study in waste reduction.

In today’s world, the economy is largely linear. Facilitated by relatively cheap fossil fuels and disposal in landfills, we extract resources and use them for energy or to make products. And in the end, we throw most of the material into landfills. The concept of a circular economy aims to rewrite that paradigm. Environmentalists, businesses and governments alike have embarked on a transformative effort to change the way we approach resources so that we return materials back into the economy at the end of life. We are a long way away from this ideal, but it offers a powerful model to reduce the impacts of human consumption on the environment.

We remain in the early stages of this journey. We are an economy working to transition to a less resource intensive and low-carbon future. We know the potential of reduced consumption and waste, reuse, recycling and energy recovery as a means of reducing GHG emissions. Globally, we still dispose 2 billion tons of waste per year, mostly in landfills. We are hopeful that circular economy efforts will reduce this disposal, but we must plan for managing residues well into the future.

As we transition to a more circular economy, the waste management hierarchy remains a critical guide. Adopted by the European Union and the U.S. EPA, higher tiers on the waste management hierarchy reflect more preferred options result in less environmental burden than lower tiers. For example, for wastes that remain after recycling, WTE facilities are preferred over landfilling. The energy recovered at WTE facilities can also be used to drive circular economy processes that return used materials back into new products.

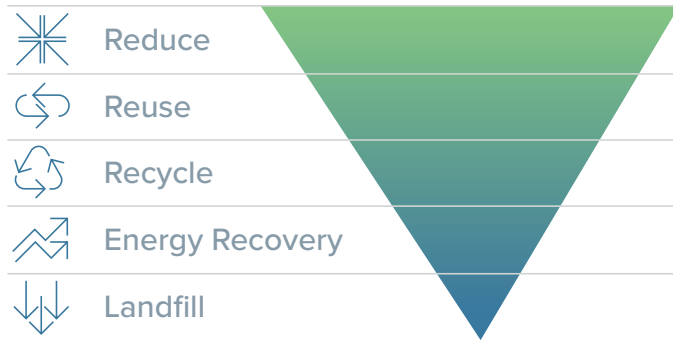
Covanta’s sustainability goals around materials management, incorporated into sustainability-linked financing, advance our transition to a circular economy, by growing WTE and recycling.

Pursuing Innovative Partnerships

Covanta was awarded Business Intelligence Group’s 2020 Sustainability Award in the category of “Sustainability Service of the Year” for our innovative circular economy partnership in Niagara Falls, New York.

The joint venture brings together Covanta’s Niagara WTE facility with Greenpac Mill. To manufacture lightweight 100% recycled linerboard—a constituent of corrugated cardboard—Greenpac Mill uses zero fossil fuels. In their place, the mill relies on steam generated by Covanta’s Niagara Falls facility.

 MORE ABOUT CIRCULAR ECONOMY



Circular Economy in Action: Waste and residues from one process can be sources of energy to drive transformation. See how.



“We are pleased to be recognized for our efforts in cultivating a successful application of a circular economy among a consortium of businesses, fueled by waste to energy. We’re proud to call Greenpac Mill a partner in this effort and hope that other companies can learn from it.”

— Paul Stauder,
President of Covanta
Environmental Solutions



In turn, Covanta uses the mill’s fiber waste, along with municipal solid waste (MSW), to generate electric power and steam. Six other nearby industrial facilities rely on this steam loop to drive their production processes, reducing the need for fossil fuels and supporting nearly 700 local full-time jobs.

This real-world circular economy example in action results in the diversion of more than 17,000 tons of waste per year from landfill. And it has helped produce more than 21,000 megawatt hours of low-carbon electric power for the Niagara region.

Finding Creative Solutions

Covanta Environmental Solutions (CES) provides a growing variety of advanced waste processing services including waste and water reuse; water recycling through pretreatment; composting; and recycling for various industries. We continue to look at new technologies to introduce and integrate in ways that will further reduce our clients’ waste generation and impacts.

At our CES Milwaukee material processing facility, we started accepting an off-specification non-hazardous product for disposal. We determined that it was well suited for use in our scrubber—a part of our odor control system. Instead of processing the waste for disposal, we were able to reuse it in our operations. This helps us reduce our need for new chemicals, avoid the associated impact of chemical purchasing and help our clients manage unsalable product.



Zeroing out waste to landfill: At Subaru Park, clearly marked waste containers are helping.

Scoring Zero Waste to Landfill with Subaru and Major League Soccer

Professional sports in Philadelphia are getting greener, thanks to a commitment to make Subaru Park—home to the Philadelphia Union men’s soccer team—the first zero-landfill stadium in Major League Soccer.

Wrangling the waste from an 18,500-seat stadium is no small feat. To zero out the facility’s reliance on landfills, Subaru of America, Inc. and Philadelphia Union partnered with Covanta to upgrade waste collection infrastructure. Fans help by sorting their waste into containers marked for recycling, compost and energy recovery.

Energy recovered from this waste will help Subaru Park reduce its carbon footprint and build on Subaru of America’s success as a pioneer in waste reduction. For more than 20 years, Covanta has helped the carmaker achieve and maintain its title as the first zero-landfill auto manufacturer in the United States.

CES’s commitment to sustainable materials management and moving waste up the waste hierarchy extends outside of our clients and our facilities. At our Milwaukee CES facility, a client was looking to dispose of an off-specification sodium hydroxide solution—a chemical used in wastewater treatment processes to control pH. We first assessed whether the off-specification solution could be used in our own wastewater treatment, but it was ultimately deemed insufficient for our operations. However, we found another interested wastewater treatment company through our network partners. The sodium hydroxide solution was a perfect fit for their process and fit their treatment needs, and we were able to connect the two companies.

Our sales and solutions team serves to make these kinds of connections for our clients. For example, an industrial manufacturer was looking to dispose of their wastewater containing 5-10% of ammonia chloride. The high ammonia content made the wastewater difficult to treat through traditional wastewater treatment methods. On the other hand, the high ammonia (and thus nitrogen) content could make the wastewater a valuable ingredient for composting and soil manufacturing companies. With the help of our experienced sales and solutions team members, we found a soil manufacturing facility that could use the wastewater. This opportunity was a win for our client as they were able to reduce their impact from managing these wastes, while lowering their costs.





Unearthing landfills' buried problems

Landfills can seem like an easy solution to waste. Inexpensive to build and often sited in remote locations, they can shift waste disposal far from the populations that generate it. Yet these advantages obscure landfills' buried shortcomings.

Landfills are the third largest global contributor of the potent GHG methane. As organic materials in municipal waste breaks down in a landfill, the waste generates methane. While most landfills collect gas, they can't collect everything, and the amount that leaks by, or is generated before or after collection systems are in place, acts as a powerful GHG. New measurements conducted at landfills are revealing emissions 2–3 times greater than previously thought.

Another shortcoming: Landfills lag in their ability to capture energy, or other value, from waste. Even when methane is captured for reuse, most of the trash's energy potential remains dormant. Further, few landfills provide any way to recycle or repurpose the materials disposed at the facility.



Hunting for Critical Materials in WTE Ash

As the world pivots toward a new era of clean energy generated by solar panels and windmills and stored in batteries, worries are growing about where we'll find the rare earth, precious metals and other critical materials many clean energy devices need.



Turns out, our trash could comprise a valuable vein of critical inputs. According to the U.S. Department of Energy, estimates of discarded minerals like gold, copper and iron are upwards of \$50 billion annually. The challenge is extracting them from flows of waste.

WTE shows potential to help do so. So now, the U.S. Department of Energy's Advanced Research Projects Agency–Energy (ARPA-e) has recognized the potential that WTE facilities can play in recovering such strategic materials.



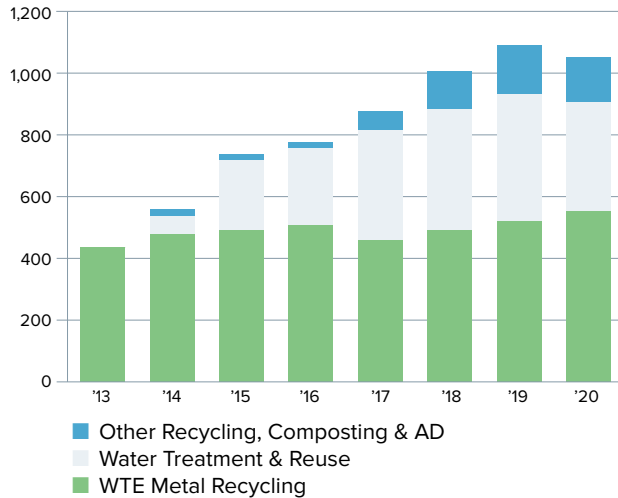
In 2020, ARPA-e announced two special topics aimed at harvesting strategic metals from WTE ash. Nine teams were awarded grants to investigate the potential, with research kicking off in 2021. While the technology is still in its infancy, the funding represents an important effort in moving toward a more circular economy.

Potential advancements in WTE technology, such as those being investigated by ARPA-e, provide an opportunity for energy recovery to become an even more beneficial part of the waste and energy landscape.

Recovering Materials

WASTE RECYCLED AND REUSED

(thousands of tons)



Hawaii: A New Frontier in Ash Processing

Even with most of its trash processed at Covanta Honolulu, otherwise known as H-POWER, the island of Oahu is running out of landfill space. A new ash treatment facility will help the island reduce the need for landfills and make better use of waste resources.

Covanta was recently selected to build and operate the facility under a new agreement with the city and county of

Honolulu. The proposed facility would treat the bottom ash from H-POWER, resulting in greater metal recovery and producing aggregates that can be used in road and other construction projects. The city hopes to divert up to 60% of the ash that currently goes to the island's only landfill, which is scheduled to close in 2028.



At Covanta, we are continually seeking new and innovative ways to increase the value of materials we recover and divert from landfills. After combustion takes place in our WTE facilities, we recover a variety of metals from the ash for recycling.

Avoiding Emissions by Recovering Metals

The mining and production of virgin steel, aluminum, copper and other metal products are carbon intensive and environmentally disruptive. In 2020, we recycled 560,000 tons of metal, including enough steel to build nearly 440,000 cars and aluminum sufficient to fabricate nearly 3 billion beverage cans. By recovering and recycling these metals following incineration, we:

- **Avoided 1.3 million metric tons of GHG emissions (CO₂ equivalent); on par with removing more than 130,000 cars from our roads.**
- **Saved 16.1 million BTU of energy; equivalent to powering 154,000 homes for a year.**
- **Prevented the mining of 900,000 tons of ore.**

Ash Processing

In 2020, we began operations of our very first stand-alone ash processing facility (TAPS). Located in Fairless Hills, Pennsylvania, our ash processing facility recovers additional metal through a combination of physical separation steps, allowing us to recover much finer pieces of metal than is possible at our WTE facilities. Furthermore, in 2020, we also had our first shipment of aggregate material for the construction industry. The remaining residues from our ash processing facility are used beneficially at a local landfill for daily cover and as a structural fill material.

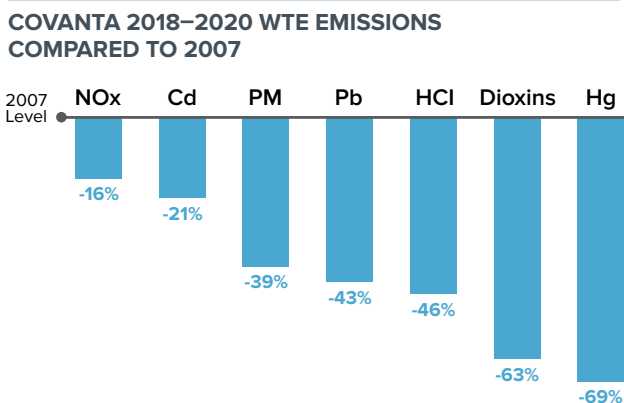




Environmental Performance

Covanta's WTE and materials processing facilities provide an environmentally and socially responsible option to manage wastes remaining after recycling and reduce GHG emissions. By recovering both materials and energy from waste, our facilities help communities move up the waste hierarchy while also providing vital local waste-management infrastructure. And by delivering renewable baseload power in close proximity to load centers, our WTE plants also increase the resiliency of the electrical grid. In delivering these benefits to the greater society, it is equally important to protect the health and environment in our local communities through outstanding environmental performance.





Like all combustion processes and nearly all waste-management processes, WTE facilities produce air emissions. To minimize these, our facilities employ a carefully controlled combustion process with temperatures in excess of 2,000 degrees Fahrenheit coupled with state-of-the-art air pollution control equipment.

Emissions are monitored both continuously and via periodic special testing performed by regulator-approved third parties. Approximately 99.9% of what comes out of our stacks are normal atmospheric components, including water vapor, nitrogen, oxygen and CO₂. While our stacks make our facilities eminently visible in our communities, advanced air pollution control, strict regulation and careful operation result in emissions that are relatively minor compared to other sources. For example, Covanta’s WTE facilities, on average, comprise just 5% of total nitrogen oxide emissions and less than one half a percent of total particulate emissions in the counties surrounding the communities in which we operate. Our specific contributions for each of our facilities are available online.

We are committed to maintaining emissions at levels consistent with past performance, which are well below existing standards. Since the start of our comprehensive sustainability approach in 2007, emissions have continued to trend downward.

Cleaning the Air in Virginia

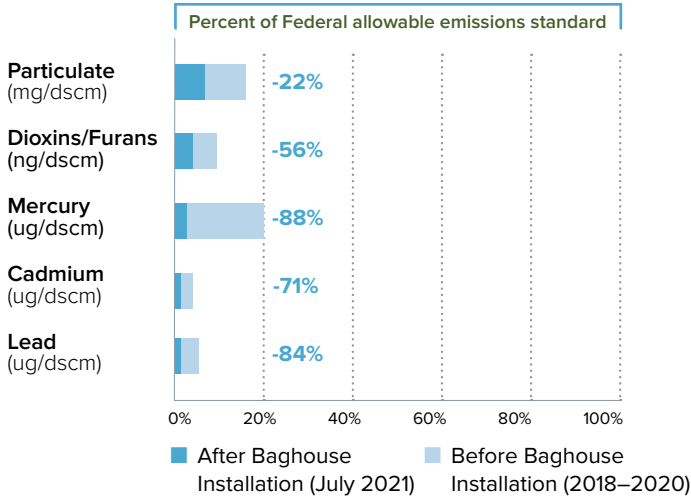
The Covanta Fairfax facility in Lorton, Virginia, continued a plan of major improvements in 2020, further reducing its environmental impact. Upgrades included a multi-year project completed in 2020 to replace all the facility’s baghouses.

The facility is currently installing our patented new low nitrogen oxide (NOx) system, developed inhouse at Covanta, with three units already completed. Once installed on all four units, on track for the end of 2021, the facility’s NOx emissions will be cut nearly in half, reducing the facility’s contribution of NOx to less than 5% of the county’s total inventory—and will deliver NOx reductions on par with removing roughly 50,000 cars from our roads.

This investment affirms Covanta’s commitment to reducing the impacts of air pollution on low-income environmental justice communities proximate to the plant. This also helped to earn Covanta Fairfax the Mount Vernon Lee Chamber of Commerce’s award for Best Large Business of the Year in 2020, a citation that recognizes business practices that embody the chamber’s highest values by going above and beyond.



SEMASS BAGHOUSE RETROFIT REDUCES EMISSIONS, ALREADY WELL BELOW FEDERAL GUIDELINES, BY UP TO 88%.



Best Large Business of 2020: Holly Dougherty, of the Mount Vernon Lee Chamber of Commerce, with Covanta's Don Cammarata.

SEMASS Baghouse

Completed in January 2021, Covanta SEMASS’ new baghouse installation came in on time, within budget and without any injuries. The facility began operations with the new baghouse shortly after its completion in 2021 and, despite already excellent performance, the facility has shown additional emissions reductions. Results from the most recent stack tests show improvements in mercury, lead, cadmium, particulate and dioxins/furans of up to 88%, and operates well below the federal standards. Our facility now employs the best available control technology and complies with the new and lower permit limits.

Alexandria Nitrogen Oxide (NOx) Reductions

Similar to the Fairfax facility, Covanta Alexandria is in the midst of a project to install our patented new low nitrogen oxide (NOx) system on all three units at the facility. With installation in two units already completed, the Alexandria facility is on track to complete the LNTM system installation on the third boiler by the end of 2022.

Milwaukee Odor Control

In 2018, we received several odor complaints and concerns from our neighbors. As with all neighbor complaints, we take them very seriously. To reduce the odor, CES invested in a new air filtration technology.

The new scrubber system has been successful in mitigating odors in the community. Installed as a joint effort by CES maintenance personnel, outside contractors and vendors, the system consists of spiral ducting to all wastewater process tanks and unloading areas where odors could be present. These areas are constantly under a slight negative pressure that is created by an exhaust blower that feeds the air filtration system. Once the odors are removed from areas of concern, they are forced into the scrubber where they are eliminated through an oxidation process. Any remaining odors are then run through activated carbon for total removal. Since the installation, the system has performed with very desirable results. CES remains committed to our neighbors and the environment.

FRESHWATER SOURCE



Freshwater Sources

■ River Water	5%
■ City Water	37%
■ Well Water	23%
■ Alternative Sources	35%

Alternative Sources

■ Stormwater	1%
■ Cooling Discharge	8%
■ Reclaimed Wastewater	91%

Water is an essential natural resource. As part of our environmental services, every year we recycle millions of gallons of wastewater through pretreatment of industrial wastewaters that may otherwise be unsuitable for direct discharge into a local publicly owned treatment works. In addition, we beneficially reuse other wastewaters directly in our processes, avoiding the need for treatment or discharge into the environment.

Water is also an important resource for our WTE process. As with all thermal power plants, we use water as part of a largely closed-loop system for steam generation and electricity production. We also use water for cooling.

We strive to minimize our freshwater use and wastewater discharge in our own operations by recycling and reusing water internally. We also use alternative water sources, including stormwater and treated wastewater plant effluent for over a third of our freshwater needs. By reusing water internally, roughly half of our facilities are zero process water discharge facilities. In addition to benefiting the environment, these steps frequently help us cut costs.

Our SEMASS facility earned the 2020 Public Water System Award from the Massachusetts Department of Environmental Protection due to its unique water filtration system. Because of the facility’s location, far away from any municipal water system, it operates its own drinking water utility for plant employees, contractors and visitors. The system is regulated by the state in the same way a large-scale water system is regulated. In fact, the SEMASS system was ranked in the top 12% of all systems within the state in 2019.

Planning to Succeed in Palm Beach



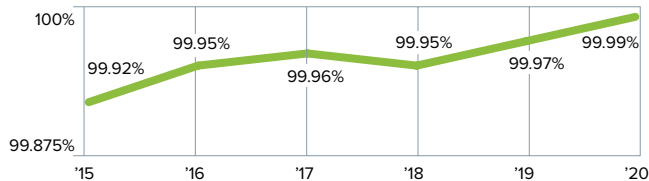
At Covanta Palm Beach, Keri Seeley works on major operational improvement projects. One recent project earned Keri the Award for Excellence through Covanta’s iLift program. She guided the effort to repair the Palm Beach 2 settling basin, an area that collects drainage water from various parts of the facility. Keri deployed new ways to slow the flow of wastewater, so that more solids settled out. This boosted the share of reused water that could be used in the plant.

The upgrade reduced the plant’s daily consumption of fresh water by up to 50,000 gallons—enough water to serve more than 150 homes. “It’s a huge step,” said Keri, noting that the updated system moves the facility closer to a goal of zero discharge. “When you put a lot of time and effort into something, and it works, it’s a great accomplishment.”



Covanta York: With superior safety and environmental performance, the York, Pennsylvania facility maintained 98.6% boiler availability and set a record for power sold in 2020.

WTE CONTINUOUS EMISSION-MONITORING SYSTEM COMPLIANCE PERFORMANCE



At Covanta, we know that maintaining our environmental performance—and exceeding the expectations of our stakeholders where we can—is critical to reducing our environmental impacts, protecting our people and executing on our business strategy.

We are committed to a goal of sustaining past gains in emissions performance while maintaining 100% compliance with all discharge limits, including stack tests and the requirements of our continuous emission-monitoring systems. Our challenge is not only to meet these goals, but to do so efficiently while aiming for continuous improvement.

Monitoring Compliance Performance

Strong performance is the key to continued strong relationships with our communities and customers, and the prerequisite to new business opportunities. We are committed to 100% compliance with all discharge limits (air, water, etc.) at all facilities while also maintaining emissions at levels consistent with past performance—well below existing standards.

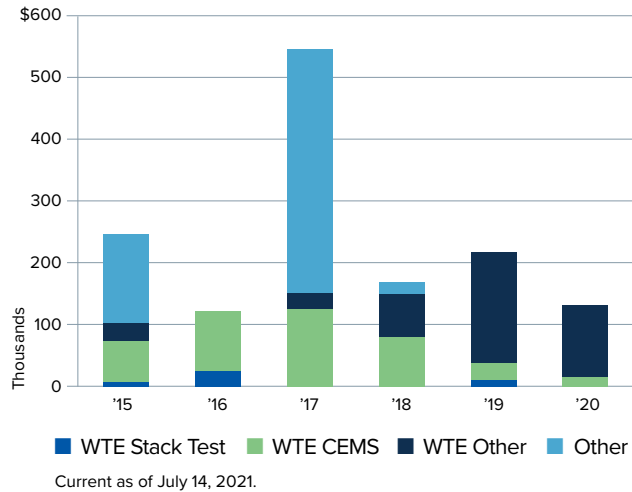
Our North American WTE facilities reached 99.99% compliance with our limits measured using continuous emissions monitoring systems (CEMS) in 2020. Our stack test compliance rate in 2019 and 2020 was 99.93% and 100% respectively. Our wastewater treatment facilities achieved 99.99% compliance with pre-treatment discharge limits in 2020.

In 2019, cadmium results from one of three units at our Camden facility exceeded the limit by 5.4% due to an equipment malfunction. During the same test, the other two units were both well below the limit. The average cadmium emissions across all three units were less than 50% of the limit. Within a week of the initial testing, and even before we knew of the results, the unit with the exceedance was taken down for maintenance and inspection. During the inspection, we found a malfunctioning piece of electrical equipment that we believe contributed to the elevated cadmium levels. A second test performed the following month was 40% below the limit.

Occasionally, we are subject to proceedings and orders that pertain to environmental permitting and other regulatory requirements, potentially resulting in fines or penalties. In 2019 and 2020, total environmental-related fines and penalties at our facilities amounted to \$215,035 and \$130,785, respectively.



ENVIRONMENTAL FINES



Since our last disclosure, our 2019 fines were updated to include a \$157,000 charge for odor complaints, plant trips and ammonia over-injection at our Plymouth facility in Conshohocken, Pennsylvania. In response, we implemented a mix of measures, including updated operational procedures for power loss response, upgraded electrical systems, replacement steam safety vent silencers, and introduced a foam-based fire extinguisher product to minimize smoldering after unplanned shutdowns. We also implemented measures to better communicate with the community, including online posting of our continuous emissions monitoring data and a 24/7 hotline that local community members can access for information on the facility. As disclosed in last year’s report, our 2017 fines includes \$400,000 for our CES New Castle facility for alleged violations of waste tracking requirements from 2016 to 2017 that resulted from a management process established by the former owner. There was no allegation of environmental harm in the consent assessment finalizing the fine. As we continue to strive for 100% compliance, it is important to view each exceedance as an opportunity to improve our performance.



THINK SAFE
BE SAFE
NOT SORRY



Building a Great Place to Work

We believe the work we do is more than just a job; it's a commitment to protecting tomorrow through sustainable waste and energy solutions. Our workforce drives the success of our business. We build great teams by attracting and hiring diverse individuals, developing and retaining the best talent and fostering inclusion of all employees. By investing in our people, we encourage innovation, reduce costs through continuous improvement and grow revenues by developing new businesses and services.





Resourcefully Sourcing PPE

Shortly after the pandemic began, securing supplies of masks and other PPE became increasingly difficult. At first, to source N95 masks, we tapped new sources in China. But we soon learned that workers found them challenging to wear through the workday, so we began hunting more widely for more comfortable surgical masks.

Our perseverance delivered a welcome discovery: Dental supply chain sources had good supplies on hand. Not long after, we were able to find thermometers from a nontraditional source, too. Necessity, we found, inspired improvisation. And we've been able to sustain PPE supplies since, without disruption.

At Covanta, safety and health aren't simply about programs or metrics. They're about making sure everyone—employees and contractors alike—gets home safely every day. We believe in building and maintaining a robust safety culture that extends across every facility and work site, one that is characterized by teamwork, peer support, open communication and trust. Ultimately, our goal is to achieve world-class safety and health performance through full engagement, leadership at all levels and an interdependent world-class safety culture.



During the pandemic, we built on this commitment to safety by extending numerous precautions companywide, including the treatment of all waste as if it could be a carrier of COVID-19. We have taken unprecedented steps to ensure both the health and safety of employees as well as the continuous operation of our facilities.

Adapting During the Pandemic

From March 2020, when the COVID-19 outbreak was first recognized as a global pandemic, we quickly developed a mix of protocols to ensure the safety and well-being of our workforce. Like many other organizations on the frontline, we had to continue to provide an essential service to society, while protecting our employees.



Critical plant staff continued to report to their facilities. Operations continued uninterrupted, overseen by on-site personnel and supported remotely by key staff who adapted quickly to communicate and manage from afar. All corporate and field administrative employees transitioned to working remotely. Our priority was to exclude as much risk of exposure to the coronavirus as we could.

We implemented enhanced safety procedures based on guidance from the Centers for Disease Control. These included reductions in visitor numbers, the cancellation of all tours, increased usage of personal protective equipment (PPE) and sanitizing products along with temperature checks of all employees and contractors before starting work each day. We also introduced rules to ensure social distancing as well as regular, frequent disinfection of common areas.

We will continue to update our programs and protocols as needed to ensure we are evolving our practices consistent with best practice and the latest thinking.



Building a Safety Culture

While traditional safety measures remain important, we are also focused on the development of innovations that can improve our real-time understanding of our safety efforts. We are in the process of developing an internal safety culture tool, modeled after the DuPont Bradley Curve. We expect this new tool to complement our recently developed ProcessMap tool that streamlines and unifies the previously separate tracking of incident management, behavior-based safety, industrial hygiene management and safety auditing.

ProcessMap has been an invaluable tool in promoting safety observations at all levels of our organization. Since its introduction, we have completed more than 54,700 observations, each providing valuable information on potential safety and health issues before they become incidents.



Fairfax Crew Saves a Life on the Tipping Floor

The tipping floors are subject to ever-changing hazards, including the unexpected. Last summer, a group of employees at Covanta Fairfax responded when a driver collapsed on the tipping floor, having suffered a potentially fatal heart attack. Relying on their training and skills, the group used CPR and a defibrillator to save the man's life. They took turns performing CPR rotations until the ambulance arrived. They were unsure if the victim would survive, but he awoke in the hospital the next day.

Tipping Floor Safety

Tipping floors are the busiest and most dangerous part of our facilities. While each of our tipping floors are different, they each share a common set of ever-changing hazards. On every tipping floor, non-Covanta drivers are bringing in waste in a variety of different large vehicles, while our own employees are coordinating the movement of the trucks and moving waste using front-end loaders into the pit, all in a noisy environment. Added on top of that, our employees are looking for potential fire hazards and checking waste for unauthorized items.

To help boost the safety of these dangerous spaces, radar and radio-frequency identification (RFID) systems have been installed in nearly all our WTE and transfer facilities. These systems use wireless signals to quickly identify and track objects and personnel at a distance. The sensors show promise to improve tipping floor safety by alerting heavy equipment operators if pedestrians are in the area.



New Tools for Contractor Safety

Through our use of ISNetwork, we have focused on ensuring the safety of contractors working on our sites. Once they arrive on site, we provide training for our contractors about the hazards unique to each facility. While on site, our employees are tasked with helping contractors follow safety rules and raising awareness of hazards.





SITE SAFETY	REAL-TIME WORK SITE VISIBILITY	TRUE AUTOMATION AND PRODUCTIVITY GAINS
Real-time worker-generated injury, incident and hazard alerts	Worker and equipment location by zone and floor	Automatically log worker time and attendance for seamless daily reporting
Reduce site evacuation times by up to 72%	Optimize equipment utilization and monitor operations	View available manpower on site and benchmark productivity levels
Manage worker certifications to ensure site safety compliance	Identify workers in specific areas of interest, no-go zones and confined spaces	Access control and automated check-in/ check-out process



In 2020, we piloted a new tool to help our contractors work even more safely, the Triax RFID technology. The system involves each worker clipping an RFID chip to their safety vest. By tracking these tags, the system can provide full visibility of all workers across a facility. Most importantly, this system provides real-time visibility of safety and health risks and incidents, including detection of falls, excessive working hours and helping ensure the integrity of lag-out/tag-out and confirmed space entry. By pairing operator information against equipment, we can verify proper qualifications. And in case of a wider emergency, the system can help facilitate evacuation, helping to identify who, if anyone, hasn't yet exited the facility. Secondly, the technology can assist with construction project management. In 2021, we aim to extend the system to 10 sites.

Safety Performance

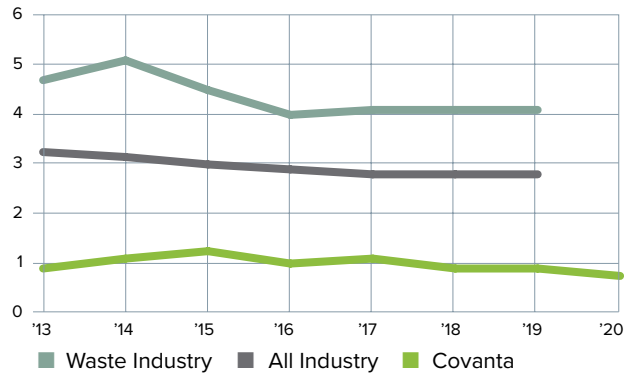
Despite the challenges posed by the COVID-19 pandemic in 2020, our frontline essential workers achieved our lowest Total Case Incident Rate (TCIR) in Covanta's history. Seventy-one percent of our facilities were injury-free in 2020.

Our safety and health performance continues to exceed that of our peers. Further, injuries as measured by TCIR are well below both the U.S. "All Industry" average and that of the "Waste Industry," as determined by the Labor Department.

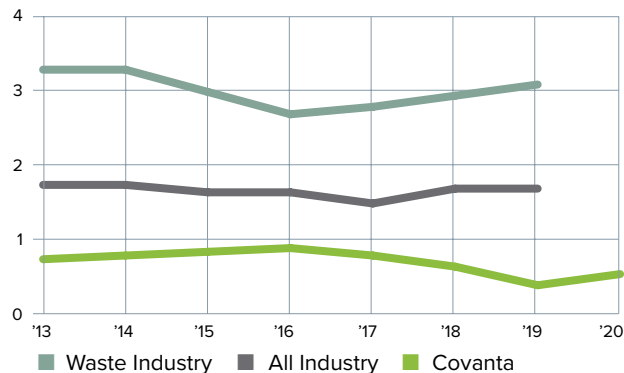
Yet, we can never be complacent. Our Days Away, Restricted, Transfer (DART) Rate, however, increased slightly relative to 2019 and any TCIR above zero means a colleague has been injured. To improve further, we must remain focused on Moving Beyond Zero.

Our top priority is ensuring our employees and contractors go home at the end of every day without a workplace injury.

TOTAL CASE INCIDENT RATE (TCIR)



DAYS AWAY, RESTRICTED, TRANSFER (DART) RATE





A Shot in the Arm: Covanta Leaders Emphasize the Importance of Vaccines

Vaccination is the best and surest way to protect our communities against this serious disease. Covanta is strongly encouraging all employees to become vaccinated when it is possible. To help with this initiative, Covanta's medical plans will cover the entire cost of the shot so employees will have no out-of-pocket costs.

Covanta also provided on-site vaccination events at some facilities, according to Senior Vice President and Chief Human Resources Officer Ginny Angilello. "We want to make it as easy as possible for our employees to know where to get a vaccine in their state and we want to provide access to vaccines on sites as soon as we can," Ginny said. "Getting vaccines to our employees is extremely important for protecting their own health and to protect their families and coworkers. While we're hoping to make it easier, if you get a chance to get vaccinated, please do so."



Supporting Our People During the Pandemic

The pandemic challenged our business in unprecedented ways. Yet with the incredible effort and flexibility of our team members, we were able to adjust, with little disruption. And as the health and financial impacts became clearer, we responded with unprecedented levels of support during the pandemic:

Boosted sick leave. Though not mandated by federal policy, we made 80 hours of increased sick leave available to employees for COVID-19-related illness and related needs.

Enhanced communication. It's never been more important to keep in touch with our people. Early on, we upped the flow of vital guidance, on everything from benefits to testing and safety.

Expanded health support. Via our employee assistance program (EAP), we increased support for employees' mental and physical health. In 2020, EAP utilization surged by 3,000%.

Promoted vaccines. Our health services vendor provided on-site vaccinations to employees. And we're helping remote workers connect with vaccine sites.

Secure pay during uncertain times. Facing unprecedented events and disruption, many companies cut costs. We cut our dividend and instituted a temporary pay reduction and furlough program for U.S. corporate employees, including senior management, the CEO and board. Importantly, the program did not impact our facility employees who, during a difficult time, continued to supply a critical service to our communities.

Fortifying Health Benefits

During 2020, we were guided by a commitment to keep healthcare benefits as competitive as possible. Covanta covers about 83% of overall employee medical insurance costs. For 2020, we did not increase employee contribution, even though our cost went up. We also took a critical look at our benefits terms to ensure they are inclusive and equitable. This led to real change. For example, we added gender reassignment surgery to our benefits.



Providing Development Opportunities

Covanta employees are eager to learn new skills and develop new professional capacities. We offer numerous opportunities for individual development and mentorship to ensure our teams have the tools they need to grow and succeed.

Workforce Management Platform

To improve our ability to manage and develop talent, we expanded our use of the WorkDay human-resources management platform to unify our recruiting and people-management systems. For our employees, WorkDay offers a more sophisticated tool to assess, track and advance skills, as well as careers, by making internal opportunities more transparent and easier to apply for.



Leadership Training

Amid the unprecedented challenges of the pandemic, the value of leadership training only increased. Like much else, this work shifted online, with encouraging results.

For example, Covanta’s Leadership Foundations program offers a unique opportunity for supervisors and managers to connect with their peers and share experiences and stories, while strengthening their leadership mindset and boosting self-awareness.

In 2020, we implemented a high-potential program for future leaders. Participants took part in a mix of activities focused on individual development. These included a 360-feedback process, working with a mentor along with on-the-job experiences meant to stretch participants beyond their current scope of work.

To complement formal leadership training programs, Covanta also offers an online learning platform through a partnership with Skillsoft. The platform offers a vast library of courses, videos, books and audio covering a wide array of leadership topics.





Our people value sustainability

Covanta employees are Protectors of Tomorrow, all contributing in one way or another to the company meeting its sustainability goals. In the summer of 2020, we rolled out a three-month long Summer Sustainability Challenge to test and reward knowledge of Covanta’s sustainability successes. Participants were scored on six quizzes based on our previous sustainability report. With 14 individual winners, and two overall facility victors, the challenge successfully ignited excitement around our sustainability efforts.

Flexible work policy

While the pandemic was relentless in the hardships inflicted on so many across the world, there were some positive learnings we were able to take away from the experience. One example: the importance of flexibility and the benefits it can bring to productivity, morale and work-life balance.

While many of our frontline employees need to be at their locations to make sure our facilities function properly, this was not the case for many of our office workers. After more than a year of remote work for many of our office-based employees, the Covanta team proved that when it comes to productivity, where you work is not nearly as important as how you work and what you accomplish during your workday.

Therefore, Covanta introduced a new flexible work program for many of our office-based teams, comprised of an office-based option (four to five days in person) and a hybrid option (two to three days in person).



Recruiting Talent

Hiring is a crucial area of concern in addressing equity. To advance inclusivity, our Talent Acquisition, Talent Management and Human Resources teams are actively reviewing and modifying their processes.

We introduced an online career event tool to help us better target candidates at women’s and historically Black colleges and universities (HBCUs). We also overhauled our applicant tracking system to assess the diversity of applicants and hires more accurately. Better data can help us better meet hiring goals.



A diverse, equitable and inclusive workplace creates a stronger and more productive business culture; one that is more capable of solving problems and innovating, and also better able to meet our goals and those of our clients, partners and stockholders. We were an early pioneer in considering diversity and inclusion as part of sustainability. We launched our first corporate diversity and inclusion goals in 2015. Today, more than five years later and with the advent of a growing national conversation about race and diversity, the program continues to deepen and expand across our company and communities.

Strengthening Diversity

Starting with our first sustainability report nearly 10 years ago, Covanta has been focused on building a respectful and equitable workplace environment that leverages employees’ unique talents, perspectives and experiences regardless of age, race, religion, ethnicity, sexual orientation or gender. As such, Covanta regularly reviews pay levels to ensure equitable compensation across employee groups.

We value the unique viewpoints and experiences of the people we serve and employ. After all, innovation thrives when diverse perspectives emerge in a supportive environment. In this spirit, we established companywide employee resource groups (ERGs) to promote input from and support our people with diverse interests and experiences.

“Coming from an engineering background, my entire career in manufacturing has been in male-dominated industries. During my short tenure with Covanta, however, I’ve seen a lot of mindsets shift as far as women in leadership roles.”



— Heather Needham
Facility Manager at Covanta Delaware Valley





Our Commitment to Nondiscrimination

Covanta embraces a diverse and inclusive workplace without fear of discrimination on the basis of race, religion, ethnicity, sex, age, sexual orientation or gender identity, and we stand in opposition to any such discrimination occurring in or outside of the workplace. Within the workplace, we are committed not just to eliminating harassment, discrimination and other forms of illegal behavior, but we are committed as well to fostering and maintaining a diverse and inclusive work environment for all employees based in compassion, respect and professionalism. Similar to our emphasis on the importance of safety on and off the job site, we expect our employees to conduct themselves at all times in a manner that is consistent with these commitments. Put simply, this is the right thing to do, and our constituencies—including coworkers, customers and shareholders—expect nothing less.



“I applaud all our private partners for taking the pledge at such a critical time. Through the power of partnerships, our HBCUs will continue to have an outsized impact in higher education.”

— Congresswoman Alma Adams (D-NC-12), founder and co-chair of the Congressional Bipartisan HBCU Caucus, in welcoming Covanta and 8 other companies to the HBCU Partnership Challenge

The pandemic highlighted the value of these groups as never before. At a time when we needed more nuanced coordination with employees, these teams led an organic focus on diversity, equity and inclusion (DEI) from the bottom up. With the addition of three new groups in 2020, we are proud to have five ERGs.



Our employee-led ERGs foster a diverse, equitable and inclusive workplace. Groups supporting women, Black and LatinX team members have been formed. For example, Covanta’s Black Professionals ERG led a series of virtual events to highlight employees, including our board members, and their contributions during Black History Month in February. Our Women of Covanta group pulled together a similar set of events in recognition of Women’s History Month. Both series inspired an honest and open dialogue with people within the organization.

We also launched our CEO Action for Diversity & Inclusion™ Racial Equity Fellowship. We committed a senior leader to a one-year fellowship, focused externally on advancing ways to identify, develop and promote scalable and sustainable policies and corporate best practices that address systemic racism and social injustice, and that improve societal well-being.

In 2021, we joined the Historically Black Colleges and Universities (HBCU) Partnership Challenge, an initiative of the Congressional Bipartisan HBCU Caucus, and pledged to recruit at a minimum of five HBCUs strategically located near our facilities in Virginia, Maryland and Alabama. We committed to recruit for both internship and entry-level full-time positions, targeting five internships initially, with a commitment to increase this number as the program matures, and, as full-time entry-level positions become available, include HBCU interns in a pool of eligible candidates for the Early Career Development Program upon graduation. We also will develop an annual fund of \$10K in scholarship money for students attending HBCUs near the locations where Covanta will recruit.



2020 WORKFORCE DIVERSITY¹



¹Women are represented as a percentage of the entire workforce. People of color are represented as a percentage of U.S. workforce, where race/ethnicity information is known.



Companywide, we’re also making diversity a key element of our annual performance review and development exercise. As part of our employees’ yearly review process, we have added “Values Diversity” as a criterion. This factor encompasses key behaviors such as embracing differences and recognizing the value of different perspectives and cultures.

Advancing DEI Strategy

In 2020, we expanded our diversity, equity and inclusion (DEI) strategy guided by a commitment to be representative of the communities we serve, throughout our organization. With a 2030 roadmap in place, companywide efforts—including recruiting, tracking, messaging and training—are underway to realize these goals:

Increase recruitment and retention of female employees in leadership roles, especially in operations.

Boost recruitment and retention of people of color (POC) with a cross-organization focus on Black employees.

Refresh corporate culture and employee engagement with inclusive behaviors and expectations.

Partner with organizations in communities where we have assets to deepen networks and improve branding.

We’ve set intermediate metrics on our 10-year roadmap that will allow us to set goals for our leaders and allow for recalibration as needed based on future business conditions.

Listening More Closely

At Covanta, we use periodic employee pulse surveys to gather information across a wide range of topics, including employee interests, satisfaction and concerns. Employee feedback is a vital element of our culture and, we believe, essential to improve our workforce and deliver for our customers.

In 2021, we conducted group studies to set a baseline for inclusiveness at Covanta. The inclusion focus group helped us define the continued evolution of the program, including the DEI action plan and the development of unconscious bias and behavioral interview training. We anticipate that the results of these surveys and focus groups will continue to define our decision-making processes.



Partnering with Our Communities

Covanta strives to make a positive impact wherever it can. Through community-based programs, we work with a variety of organizations to advance environmental and social priorities that benefit our neighbors and our facilities. With these efforts, we aim to support the communities and the local economies where our employees live and work.





Employees from the Covanta Essex facility cleaned up a strip of the Passaic River for Earth Day.

To us, environmental justice is an enduring commitment to take meaningful and measurable action to protect the communities where we work, live and play. For the latest developments in this area, please visit the [environmental justice page on our site](#).

We formalized our commitment to environmental justice and community outreach starting a decade ago with the implementation of our [Community Outreach and Environmental Justice Policy](#). Today, the policy continues to guide our community engagement worldwide, including via investments that dramatically reduce emissions from our operations.

Advancing Environmental Justice

America’s reckoning with social and racial injustice in 2020 heightened our focus on the related imperative of environmental impacts on disadvantaged communities.

All too often, waste management is regarded as “out of sight, out of mind.” Yet, for those who live in environmental justice communities, ignoring waste’s impacts is not an option. “Participating in community events enables us to be

A History of Community Action





Supporting Environmental Justice: Covanta Essex employees stand outside the Newark, NJ facility in support of the community and environmental justice.

Covanta Shares New Jersey’s Commitment to Environmental Justice

In September 2020, New Jersey Governor Phil Murphy signed into law landmark environmental justice legislation. The act recognizes the environmental burdens faced by disadvantaged communities and provides a foundation to reduce cumulative environmental impacts in overburdened areas.

The law provides that, for new facilities in overburdened communities, a permit shall be denied if, when combined with background environmental and public health stressors, the facility’s additional health

and environmental impact represents a greater burden than those borne by other state communities.

Covanta has long-been committed to environmental justice and reducing the impacts from our operations. We were the only corporation to advocate for its passage, by speaking on behalf of the bill in the state assembly, publicizing our support via ads, a website and op-eds.

“We applaud the governor’s leadership on this issue, and we stand with New Jersey in support of environmental justice for vulnerable communities overburdened with emissions from an abundance of sources, large and small.”

— Paul Gilman,
Chief Sustainability Officer
of Covanta

in tune with the needs and concerns of local organizations and the people who live near our sites,” said Derek Veenhof, chief operating officer at Covanta, “so we may address them head on, and where possible, solve problems.”

For instance, to address the environmental stressors facing these neighborhoods, legislative and/or regulatory actions are taking shape in multiple states, including areas that are home to Covanta facilities. As the current owner and/or operator of these facilities, we have a responsibility to act on the recognition that for too long, some communities have been disproportionately burdened with industrial processes.

Confronted by the rising urgency around these issues, we doubled down on our commitment to open, two-way communication with communities where we operate. Our ongoing investments to reduce emissions are increasingly guided by environmental justice priorities. For example:

- We began publishing our continuous emissions monitoring results online for the WTE facility in Chester, Pennsylvania, an environmental justice community where both environmental and socioeconomic stressors are present. We began publishing data for all our New Jersey, Virginia, and Pennsylvania plants in 2021.
- We supported New Jersey’s first-of-its-kind landmark environmental justice legislation, which aims to address cumulative environmental impacts in overburdened areas.
- To help improve air quality, we continued our upgrades to our Covanta Fairfax WTE plant in Lorton, Virginia, and our WTE plant in Alexandria, Virginia, sites within or nearby environmental justice communities. These upgrades substantially reduce emissions of nitrogen oxides.
- In nearby Rahway, New Jersey, Covanta is building deeper civic bonds, for example, by promoting voter turnout events in collaboration with local community leaders, the National Association for the Advancement of Colored People (NAACP) and the National Council of Negro Women.
- We announced our first Green Star Outreach Awards to recognize local efforts in community outreach.

For more information on New Jersey, please visit <https://info.covanta.com/new-jersey>.



Working Together to Find Solutions

We are committed to listening closely to our stakeholders about their waste and pollution concerns. Direct input helps us identify local needs and tailor solutions accordingly. We take pride in listening to our communities and supporting the environment by lowering the impacts of waste management.

In Newark, New Jersey, the pandemic forced us to replace our usual community gathering at a local restaurant with a virtual one. Thanks to promotions via local media, social media and email, nearly 50 people joined and took part in the 2020 virtual facility tour, during which they learned how the WTE facility works.

The virtual gathering also let us speak to our environmental justice efforts in the community and offered attendees a way to voice questions and concerns. We hope to apply the learnings of this virtual meeting to future community outreach efforts.

Encouraging Civic Engagement

In support of the 2020 elections, Covanta engaged with community leaders and events to boost voter turnout. In October, for example, Covanta team members in Rahway, New Jersey, joined the Women’s March to the Ballot Box.

Celebrating the 100th anniversary of the passage of the 19th Amendment, Covanta co-hosted and deepened our alliance with both the NAACP and the National Council of Negro Women.

Attendees had the opportunity to connect with the NAACP, National Council of Negro Women and other community organizations as well as elected officials, including New Jersey State Assemblywoman Linda Carter.

The event marks a notable deepening of our relationship with the NAACP in the wake of earlier concerns over noise complaints from Covanta’s Rahway facility. Sustained meetings with local residents, officials and the NAACP helped to build bridges and address the concerns.



Supporting Communities During the Pandemic

Our outreach is most successful when each of our facilities and employees work with a variety of organizations on the issues that are top of mind in their communities.

During the uncertainty of the pandemic, we wanted the communities and customers we serve to know not only that Covanta’s facilities continue to operate, but also that we’re doing all we can to support our communities beyond our normal waste management function. For example, Covanta and our team members continued or expanded our charitable efforts with financial support, food assistance and volunteer teaching efforts.

Helping neighbors in Rahway, New Jersey: Our facility in Union County continued to support the Rahway Community Action Organization and the Rahway Family Success Center. We provided funding to ensure they could continue to deliver high-quality childcare in the safest manner possible during the pandemic.

Feeding kids in Montgomery County, Maryland: Covanta partnered with Montgomery County schools to provide weekend lunches to kids during the pandemic. Every Friday morning, team members went to public schools to hand out meals.

Easing online learning in Haverhill, Massachusetts: To help kids focus during online classes, Our resource recovery facility in Haverhill contributed 100 sets of noise-reduction headphones to help local students. Made in partnership with the YMCA of the North Shore, the program helps families manage the challenges of school this year.

Earth Day Cleanups The team at our Asheboro CES facility, above, was one of 15 facilities that participated in the #TrashTag challenge to clean up roads, parks and lots in the communities we serve.



Collaborating in Rahway. NAACP's Quanae Palmer-Chambliss (second from left) with Covanta's Jack Bernardino, Claudia Rodriguez and Juan Mayor.



Over 40 employees from Covanta’s four Long Island facilities volunteered to beautify Seatuck Environmental Association’s property.



Community Programs in Action

Prescription for Safety (Rx4Safety)

Launched in 2010, Covanta’s Rx4Safety program provides the means for safe, secure and anonymous disposal of prescription medications, over-the-counter drugs, veterinary medications and nutritional supplements through participation in community-sponsored drug take-back events. Pharmaceuticals collected at these events are properly disposed of through thermal destruction so that they do not end up in public waterways and drinking water. Since 2010, Covanta has successfully disposed of more than 4,400 tons of unused prescription medicines.



Fishing for Energy

Fishing for Energy—a partnership between Covanta, the National Fish and Wildlife Foundation, the NOAA Marine Debris Program and Schnitzer Steel Industries—offers no-cost solutions to recycle and recover energy from derelict and retired gear that would otherwise become marine debris. Over the past decade, more than 4.5 million pounds of derelict fishing gear was collected by engaging more than 1,000 fishermen in 55 U.S. fishing communities in 12 states on the East and West Coasts.



Mercury Collection

Thermostats, thermometers and other household items containing mercury are considered hazardous waste. When discarded with everyday trash on its way to landfill, the interior mercury bulbs of these items often break, becoming a dangerous environmental hazard and a major public health concern. Covanta has led mercury awareness initiatives and conducted collection programs since 2000. Our WTE facilities use sophisticated air pollution control equipment that removes 95% of mercury. Through these efforts, we have helped divert more than 4,600 pounds of mercury from the waste stream, which is roughly equal to the amount of mercury found in nearly 3.5 million thermostats.











Green Star Awards

Building lasting relationships within our communities through local outreach and long-standing partnerships is part of our history and a cornerstone of our success. Yet, all too often the tireless commitment, planning and execution efforts behind these engagement success stories take place outside of the spotlight.

In 2021, we announced our inaugural *Green Star Outreach Awards*, designed to recognize the top community outreach initiatives of the prior year—those that have demonstrated significant contributions on behalf of our communities and stakeholders through their innovative approach, collaborative impact and overall effectiveness.

2021 GREEN STAR OUTREACH AWARDS

					
COMMUNITY INTERACTION COVANTA CAMDEN	EDUCATIONAL OUTREACH COVANTA ESSEX	COMMUNITY RESPONSE COVANTA HAVERHILL	LONG-TERM PARTNERSHIPS COVANTA PASCO	INDIVIDUAL ACHIEVEMENT MAUREEN EARLY	HONORABLE MENTION COVANTA H-POWER
Led by Facility Manager Todd Frace, Camden employees directly engaged with residents who were critical of the facility, finding new ways to create positive interactions. For example, after one woman spoke out at a community meeting expressing her concerns about vacant lots in Camden, Todd rallied staff and contractors to clean up and landscape several such lots.	Led by Asset Manager Jack Bernardino, the facility partnered with the Go Green Initiative and the Newark Public Schools to help every public school in the city earn <i>Sustainable Jersey for Schools Bronze Certification</i> . This award highlights energy savings, improved recycling efforts and pollution reductions made possible in part by Covanta's support. In addition, the Essex facility gave presentations at local universities to raise awareness of the company's environmental leadership.	Led by Asset Manager Mark VanWeelden, the Haverhill facility maintained its extensive and varied outreach efforts in 2020. The facility helped local schools, organizations and municipalities, and purchased a pontoon boat to clean a local river.	Led by Administrative Assistant Lottie Kelley, the facility plays an integral role within numerous charitable organizations in Pasco County. Since her arrival at the Pasco facility back in 1995, Lottie has taken on leadership roles in Keep Pasco Beautiful, Pasco County Earth Day, the Nature Coast Envirothon organization and several others.	While maintaining several flagship outreach programs such as the American flag retirement effort, Long Island Community Relations Specialist Maureen Early quickly pivoted when the pandemic struck. She switched from in-person to virtual tours and kicked off a robust program to address food insecurity in the community. Maureen also maintained Covanta's visibility amid social distancing and safer-at-home mandates.	The H-Power facility continues its tradition of a strong local outreach program. Care taken by the H-POWER team to ensure its outreach activities blend with the values of the local culture has been a key driver in its success.

Covanta Data Highlights¹



	2020	2019	2018	2017	2016
PERFORMANCE DATA					
Workforce					
Total employees	3,950	3,881	3,911	3,719	3,582
Safety and Health²					
Employee DART	0.53	0.44	0.61	0.77	0.81
Employee TCIR	0.73	0.80	0.81	1.06	1.00
Facilities (owned, equity investments in, and/or operated)					
Number of WTE operations	46	44	45	43	43
Total electrical generation capacity (MW)	1,878	1,791	1,714	1,574	1,557
Total capacity (TPD)	68,250	65,764	63,294	58,938	58,249
Waste³ (thousand tons)					
Total waste processed	21,900	22,203	21,124	19,493	19,905
Sustainably Processed Waste ^{S-KPI}	21,590	21,908	20,862	19,218	19,733
Waste recycled / reused ^{S-KPI}	1,066	1,104	1,020	886	789
Covanta WTE	21,184	21,430	20,418	18,816	19,455
Energy³					
Net electricity exported to the grid (million MWh)	9.9	10.0	9.4	8.6	8.8
Water³					
Total potable water use (Mgal)	6,107	5,998	6,022	5,648	5,903
Alternative water use as a percentage of freshwater use	34.9%	38.9%	32.9%	31.5%	33.8%
Greenhouse gas emissions (metric tons CO₂e)					
Net GHG avoidance	18.8	18.8	18.2	16.9	17.4
Gross Metal Recycled (thousand tons)³					
Total	559.7	528.5	496.2	464.4	512.3
Ferrous	518.1	483.8	454.9	425.4	470.4
Non-Ferrous	41.6	44.7	41.3	39.0	41.9
Environmental Performance					
WTE stack test compliance rate	100.00%	99.90%	100%	100%	99.90%
WTE CEM compliance rate	99.99%	99.97%	99.95%	99.96%	99.95%

	2020	2019	2018	2017	2016
DIVERSITY DATA					
Gender and Diversity Composition⁵					
Women as a percentage of the total workforce	12%	11%	11%	11%	10%
People of color as a percentage of total workforce	31%	28%	28%	26%	26%

	AMERICAN INDIAN	BLACK	WHITE	HISPANIC	ASIAN	PACIFIC ISLANDER	TWO OR MORE RACES
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DIVERSITY DATA							
2020 Racial and Ethnic Composition of U.S. Workforce⁴							
Total	19	437	2,549	385	155	75	70
Executives	0	2	52	1	2	0	1
Directors	0	10	192	4	9	0	2
Managers	1	12	208	21	19	0	3
Professionals	3	48	445	39	36	5	10
Technical, sales and admin	1	46	286	29	12	2	4
Laborers	14	319	1,366	291	77	68	50

Additional performance data available at:
<http://covanta-csr.com/data-pages/performance-tables/>

1 For the years ended December 31.

2 Safety and Health data is for U.S. and Canada only.

3 Unless otherwise noted, reported on an operational control + equity interest basis, excluding China.

4 U.S. employees only. Job Categories are defined as follows: Executives (EEO category 1), Professionals (EEO category 2), Technical/Sales/Administrative (EEO categories 3,4,5), Laborers (EEO Categories 6,7,8,9). EEO Category 1.2 subdivided into Directors and Managers.

5 Women are represented as a percentage of the entire workforce. People of Color are represented as a percentage of U.S. workforce, where race/ethnicity information is known.

S-KPI Key Performance Indicators under the November 2021 Sustainability-Linked Financing Framework. See <https://investors.covanta.com/Sustainability-Linked-Financing> for more details.